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24 JUL 1972

MEMORANDUM FOR: Chief, Executive & Planning Division

SUBJECT : Submission of Material for  
Annual Management Report

REFERENCE : Your Memorandum to all Deputy Directors  
& Staff Chiefs, dtd 14 July 72. Subj: Annual  
Management Report

In response to your request, I have attached an evaluation  
of the effectiveness of the Fiscal Year 1972 A&TS submission and  
a major effort to be undertaken in Fiscal Year 1973.



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Chief, Administration and Training Staff  
Office of Security

Attachments  
As Stated

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## Security Annual Management Improvement Plan

30 June 1972

## I - Management Effectiveness Goals (FY 72)

Brief Description of Effort Planned During FY 1972  
as Reported in Memorandum of 18 June 1971

Individual Career Advancement Program

As a prelude to the implementation of this Program, a loose leaf binder containing an abbreviated thumbnail presentation of job parameters for all professional positions within the Security Career Service has been compiled and made available to all Security careerists.

In addition, an Individual Career Advancement Program (ICAP) form has been provided all professional careerists. This form reflects a visual profile of a Security careerist as well as a profile of the careerist's plans for three future assignments. It also provides an opportunity for each careerist to indicate the training he feels he should have to fulfill his plan.

These completed ICAP forms will be reviewed and catalogued for use by the Office of Security Career Service Board. Under this program and consistent with overall position requirements, the Office of Security can select personnel into assignments of their choice.

FY 1972 Accomplishments and  
Future Objectives

Individual Career Advancement Program

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(a) This plan became fully operational with beginning of FY 1972 since ICAP forms had been completed by practically all Security Careerists. This form has been utilized as one of the management tools in selecting Security Careerists for new assignments overseas, [REDACTED]

While many specific assignments were not requested by Security Careerists, a review has determined that more than 58.6% of the 70 openings occurring during FY 1972 were filled by Careerists who had requested them. Because of lack of openings, all Careerists could not be assigned to the first choice expressed for their career progression, but an attempt was made to assign them to one of their choices if an opening developed.

(b) We feel that the operation of the ICAP Program has been quite successful in its first year of operation, particularly since we were in the process of effecting a sizeable personnel reduction and changes in assignments were less prevalent than normal.

(c) It is planned to utilize this ICAP form more extensively in the future for career planning and management functions.

(d) Since this Program was executed by existing personnel in conjunction with other personnel functions, it does not lend itself to cost analysis.

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## DDS Annual Management Improvement Plan

30 June 1972

## I - Management Effectiveness Goals (FY 73)

Brief Description of Effort Planned During 1973 FiscalGoals or Objective of Proposed EffortBrief Description of Effort Planned During Coming YearSecurity Reindoctrination Program #4

The Training Branch of the Office of Security is now in the process of preparing Security Reindoctrination Program Number 4. These reindoctrination courses are prepared and given on an approximate 5-year cyclical basis. It is planned to have this program completed and ready for presentation prior to the end of the calendar year and to start presentation on a daily basis early in 1973.

(a) To present this Reindoctrination Program to all Agency employees who have been on duty five years or more.

(b) To reindoctrinate all employees on new and/or continuing tradecraft requirements necessary to maintain the security of Agency units both personal and physical.

(c) To reaffirm the necessity of maintaining or hardening Agency security by explaining new or continuing threats which have arisen or have continued since our last Security Reindoctrination Course was prepared.

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Section II - Priority Improvement Projects

1. Individual Career Advancement Program
2. This function was implemented for the purpose of allowing employees to express their desires for career advancement and to enable management to chart careers in accordance with the employees' desires and abilities.
3. a. As a prelude to the implementation of this Program a loose leaf binder containing an abbreviated thumbnail presentation of job parameters for all professional positions within the Security Career Service has been compiled and made available to all Security careerists.

In addition, an Individual Career Advancement Program (ICAP) form has been provided all professional careerists. This form reflects a visual profile of a Security careerist as well as a profile of the careerists' plans for three future assignments. It also provides an opportunity for each careerist to indicate the training he feels he should have to fulfill his plan.

These completed ICAP forms will be reviewed and catalogued for use by the Office of Security Career Service Board. Under this program and consistent with overall position requirements, the Office of Security can select personnel into assignments of their choice.

- b. This plan was selected and implemented to permit employees to know what positions were available to employees within the Office of Security and to encourage the employee to look ahead and chart his course, according to his desires, for management consideration.
- c. We feel that the operation of the ICAP Program has been quite successful in its first year of operation, particularly since we were in the process of effecting a sizeable personnel reduction and changes in assignments were less prevalent than normal.

4. a. Productivity  
Performance - Base Year - NA

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Performance - Past Year - This plan became fully operational with the beginning of FY 1972 since ICAP forms had been completed by practically all Security Careerists. This form has been utilized as one of the management tools in selecting Security Careerists for new assignments overseas

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[ ] While many specific assignments were not requested by Security Careerists, a review has determined that more than 58.6% of the 70 openings occurring during FY 1972 were filled by Careerists who had requested them. Because of lack of openings, all Careerists could not be assigned to the first choice expressed for their career progression, but an attempt was made to assign them to one of their choices if an opening developed.

Objectives - Past Year - This function was implemented for the purpose of allowing employees their desires for career advancement and to enable management to chart careers in accordance with the employees' desires and abilities.

Objectives - Current Year - It is planned to utilize this ICAP form more extensively in the future for career planning and management functions.

b. Service - NA

c. Quality - NA

d. Cost - Since this Program was executed by existing personnel in conjunction with other personnel functions, it does not lend itself to cost analysis.

5. a. Performance was average due to surplus personnel. situation occasioned by reductions in positions.

b. None

c. This is a continuing program.

Section VI - Productivity Improvements

1. Identification of Program or Function: Security Reindoctrination Program #4

Description of Improvement: The Training Branch of the Office of Security is now in the process of preparing Security Reindoctrination Program Number 4. These reindoctrination courses are prepared and given on an approximate 5-year cyclical basis. It is planned to have this program completed and ready for presentation prior to the end of the calendar year and to start presentation on a daily basis early in 1973. The purpose of this program is to present this Reindoctrination Program to all Agency employees who have been on duty five years or more, to reindoctrinate all employees on new and/or continuing tradecraft requirements necessary to maintain the security of Agency units both personal and physical, and to reaffirm the necessity of maintaining or hardening Agency security by explaining new or continuing threats which have arisen or have continued since our last Security Reindoctrination Course was prepared.

2. NA

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2. NA